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Mobility

Report of the Secretary-General

Addendum

Summary

The present report is submitted pursuant to General Assembly resolution 68/265 and is a consolidation of reports submitted by the Secretary-General to the Assembly since the sixty-ninth session. It provides both an update on the progress made towards the implementation of the Mobility and Career Development Framework as of July 2016 and additional data and information, as requested by the Assembly.

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I. Introduction

1. The General Assembly, in its resolution 68/265, approved the refined managed mobility and career development framework, subject to the provisions contained in that resolution. The Assembly also requested annual reports on mobility until the seventy-second session.

2. The mobility and career development framework, referred to hereinafter by its new name, the new staff selection and managed mobility system (new staffing system), has the following three main objectives: (a) to enable the Organization to better retain and deploy a dynamic, adaptable and global workforce which can effectively meet current and future mandates and evolving operational needs; (b) to provide staff members with broader opportunities to pursue career development and contribute to the Organization and enable staff members to further acquire new skills, knowledge and experience within and across departments, functions and duty stations; and (c) to ensure that staff members have equal opportunities for service across the United Nations and that for relevant functions, there is a fair sharing of the burden of service in difficult duty stations.

3. The first job network under the new staff selection and managed mobility system, i.e., the Political, Peace and Humanitarian Network (POLNET), was launched on 1 January 2016. The present report provides an update and preliminary data and lessons learned from the implementation of the first semi-annual managed mobility and vacancy exercises for POLNET. The report also contains information on mobility trends of staff members, mobility costs and external recruitment as at 31 December 2015 and proposes some revised benchmarks and indicators for measuring progress.

II. Update on the implementation of the new staff selection and managed mobility system

4. The new staff selection and managed mobility system came into force on 1 January 2016 through the promulgation of three new Secretary-General's bulletins (ST/SGB/2016/2, 3 and 4) and one new administrative instruction (ST/AI/2016/1). The new system is being operationalized in a phased manner, by job network. The first job network to transition into the new system was POLNET; all remaining job networks will continue to be governed by the previous staff selection system until they are phased in to the new one.

5. Staffing activities under the new staffing system are managed through semi-annual staffing exercises consisting of two parts:

(a) Filling of vacancies: existing and anticipated vacant positions are advertised and open to applications;

(b) Managed mobility: an internal process for the lateral movement of staff members, in which serving staff members express interest in encumbered positions. Staff members participating in the process are those who have reached either their

maximum position occupancy limit[1] or their minimum position occupancy limit,[2] and who choose to opt in.

6. Since the General Assembly requested the Secretary-General to ensure that the new staffing system would not have a negative effect on mandate implementation under the peace and security, development and human rights pillars of the United Nations (see resolution 68/265, para. 9), the new system also provides that vacancies arising from surge, start-up or humanitarian emergency situations may be filled at any time using any of the existing modalities, including through the posting of temporary or position-specific job openings and the selection of candidates from the semi-annual staffing exercises or, for entities authorized to recruit from rosters, from rosters of pre-cleared candidates.

A. Establishment of the staffing bodies

7. As provided in the report of the Secretary-General of 3 September 2013 (A/68/358), under the mobility and career development framework, the framework for the establishment of new staffing entities was created to manage the selection process for filling vacant positions and moving staff members laterally under managed mobility. These bodies include: (a) the Job Network Boards, (b) a Senior Review Board, (c) a Special Constraints Panel and (d) the Global Central Review Board. The role of the network staffing team, which will provide human resources support for these bodies, has been defined. The present section provides an overview of the roles, functions and composition of the aforementioned entities.

1. Senior Review Board

8. The Senior Review Board was established under Secretary-General's bulletin ST/SGB/2016/3 and came into effect on 1 January 2016. The Senior Review Board, which is composed of staff members at the Under-Secretary-General and Assistant Secretary-General levels from departments and offices in POLNET, is a standing advisory body constituted to review, validate and endorse lists of suitable candidates to fill vacant positions and lists of suitable staff members for placement under managed mobility, as prepared by the Office of Human Resources Management and submitted by the Senior Review Board secretariat, and to provide recommendations to the Secretary-General for selection to fill vacant positions and for placement under managed mobility of staff members at the D-1 and D-2 levels in the Secretariat.

[1] The maximum period of time a staff member is normally allowed to serve in a rotational position. The maximum position occupancy limit shall be seven years for duty stations classified as H and A, four years for duty stations classified as B and C and three years for duty stations classified as D and E, as established by the International Civil Service Commission (ICSC).

[2] The minimum period of time a staff member is normally required to serve in a rotational position prior to choosing to participate in a managed mobility exercise. The minimum position occupancy limit shall be two years of continuous service in a position in duty stations classified as H, A, B and C and one year of continuous service in duty stations classified as D and E, as established by ICSC.

2. Job Network Board

9. The Job Network Board, which was established under administrative instruction ST/AI/2016/1 on the new staff selection and managed mobility system, came into effect on 1 January 2016. The Job Network Board is composed of staff members in the Professional and higher categories at the P-5 level and above who were nominated by the heads of departments and offices with positions in POLNET, as well as staff representatives who participate as observers. Currently, there are 19 members, including the Chair, and an additional 9 alternate members. The Job Network Board is responsible for making selection and placement recommendations for positions in POLNET in the Professional and Field Service categories and plays a strategic role in ensuring the consistent application of organizational and other human resources priorities, including with respect to gender, geographic representation targets and the representation of troop- and police-contributing countries. The members of the POLNET Job Network Board received training on their roles and responsibilities in April 2016 and convened to make recommendations for the placement of staff members under managed mobility in early May 2016.

3. Special Constraints Panel

10. The Special Constraints Panel was established under administrative instruction ST/AI/2016/1 on the new staff selection and managed mobility system and came into effect on 1 January 2016. The Panel is composed of staff members nominated by heads of departments and offices, as well as staff representatives who participate as observers. The Panel is responsible for reviewing requests of staff members in the Professional and higher categories up to and including the D-2 level and in the Field Service category who are unable to accept a proposed placement under managed mobility to a position in which they did not express interest. The members of the Panel have received training on their roles and responsibilities and met for their first session in early June 2016. Secretariat services are provided to the Panel by the Office of Human Resources Management.

4. Global Central Review Board

11. The Global Central Review Board was established under Secretary-General's bulletin ST/SGB/2016/4 and came into effect on 1 January 2016. The Global Central Review Board, which consolidates the current functions of the central review bodies at Headquarters, offices away from Headquarters and field central review bodies, is responsible for ensuring that the integrity of the process for filling vacant positions under the new system is upheld with respect to selections for positions in the Professional category up to and including the P-5 level and in the Field Service category. Half of the membership of the Board are selected by the Secretary-General and the other half are selected by the staff representative bodies of the Secretariat. At present, the Board has five service hubs, in New York, Geneva, Vienna, Bangkok and Brindisi, and a total of 230 members serving worldwide. The number of members will be scaled up as more job networks are phased into the new staff selection and managed mobility system. Board members have participated in a series of training sessions designed to familiarize them with their roles and responsibilities under the new system.

5. Network staffing teams

12. The POLNET network staffing team was established in the last quarter of 2015. The team is composed of human resources practitioners and subject matter experts from departments and offices. The function of the network staffing teams is to carry out all human resources and planning activities related to the semi-annual staffing exercise. These will include the staffing activities required for the selection process and the managed mobility exercise, including working with programme managers to prepare job openings and position announcements,[3] screening candidates, evaluating candidates or staff members for suitability, seeking the views of the programme managers on the list of suitable candidates or staff members and assisting the Job Network Board in making determinations on recommendations for the selection of candidates under the filling of vacancies and for the placement of staff members under managed mobility. The team works closely with client departments and offices with respect to obtaining relevant information and providing advice and guidance on all matters pertaining to the POLNET semi-annual staffing exercises.

B. Managed mobility

13. The first managed mobility exercise for POLNET staff members was launched, as planned, on 4 January 2016. In line with the decision of the General Assembly set out in paragraph 6 of its resolution 68/265, the first year of operation for POLNET is an "opt-in only" year, meaning that any staff member in the network who has reached his or her minimum position occupancy limit may choose to participate in the exercise and staff members who have reached or exceeded their maximum position occupancy limit will not be obliged to take part in an exercise until the second year of operation for POLNET.

14. A total of 360 staff members opted in to the first managed mobility exercise for POLNET. Of those, 132 staff members were deemed to have met the criteria for participation set out in administrative instruction ST/AI/2016/1 and thus had their positions included in the compendium of position announcements. The compendium contained positions for staff members at all grade levels, including 2 at the D-2 level; 8 at the D-1 level; 16 at the P-5 level; 62 at the P-4 level; 40 at the P-3 level; and 4 at the P-2 level. The staff member positions were from all seven job families that make up the POLNET job network, including 38 from Political affairs, 33 from Human rights, 17 from Civil affairs, 17 from Humanitarian affairs, 14 from Rule of law, 7 from Electoral affairs and 6 from Security institutions. A total of 108 positions were from non-family duty stations and 24 positions were from family duty stations. Participating staff members had 30 days to review the compendium of position announcements and submit expressions of interest for a minimum of three positions (with no maximum). Staff members were encouraged, but not obliged, to express interest in at least one position in a duty station different from their current duty station. By the close of the 30-day period, most participating staff members had submitted completed expressions of interest. Those staff members who had not submitted their expressions of interest were contacted by a member of the POLNET network staffing team and provided with whatever assistance was needed to

[3] Announcements of one or more encumbered rotational positions subject to managed mobility at the same or at different duty stations are included in the compendium.

complete the process. As 16 staff members did not submit completed expressions of interest despite the assistance offered, the subject matter experts therefore evaluated their suitability against all positions at their level.

15. The subject matter experts within the POLNET network staffing team evaluated participating staff members to determine their suitability for positions. The lists of suitable candidates for each position in the compendium were transmitted to the appropriate programme manager. Despite the extension of the deadline and continued offers of support from the network staffing team, programme managers did not provide input on 28 positions.

16. The POLNET Job Network Board and the Senior Review Board met in early May 2016 to make preliminary recommendations on the placement of suitable staff members against the positions in the managed mobility compendium. Staff members who were recommended for placement against positions in which they had not expressed an interest were contacted by the network staffing team and presented with a placement proposal. Those staff members who felt that they were unable to accept the proposal were given 14 days to submit a request to the Special Constraints Panel that fit under one of the three receivable categories, namely, medical reasons, compelling personal circumstances and matters in the interest of the Organization. The Panel met on 6 June to consider the requests. Upon receipt of the Panel's findings, the members of the POLNET Job Network Board reconvened to make their final placement recommendations.

17. A total of 38 placement decisions entailing the move of staff members to a new position and 94 decisions by which staff members remained in their current position were communicated to staff members on 14 July 2016. Seven staff members were selected for a vacancy during the conduct of the exercise. In the instances where a staff member was selected for a vacancy during the conduct of the exercise, the position of the staff member remained in the exercise for the possible placement of participating staff members who had been found suitable for the position. The residual vacancies from the exercise will be advertised in the second semi-annual staffing exercise beginning in August 2016 (see annex II).

18. The factors responsible for the inability of staff members to be placed in a new position under the managed mobility exercise included the make-up of the compendium and the fact that many staff members expressed interest in the same positions; positions with no suitable staff members; inability of staff members to obtain a visa in the new duty station location; and few vacant positions in the compendium. Where a staff member was selected for a vacancy and the position remained in the exercise, there was more flexibility in the placement of staff members. In future exercises, the timing of selection decisions on filling vacant positions will be aligned so as to allow staff members to accept an offer and withdraw from the exercise, thereby leaving more vacant positions in the compendium[4] to allow for better movement of participating staff members.

[4] An encumbered position included in the compendium that will become vacant as a result of placement decisions under managed mobility made by the Secretary-General or the Assistant Secretary-General for Human Resources Management shall be advertised through a job opening in the next semi-annual staffing exercise, in accordance with part I of administrative instruction ST/AI/2016/1.

C. Filling of vacancies

19. The first exercise for the filling of POLNET vacancies under the new system was launched as planned on 18 April 2016 with the batch publication of job openings. A total of 66 job openings covering 67 positions were published (see annex III), of which approximately half were advertised for 15 days under the expedited "recruit-from-roster" modality. Of the 67 job openings advertised, 39 included new or updated evaluation criteria and thus required review, prior to posting, by the Global Central Review Board or the Senior Review Board.

20. The recruit-from-roster job openings closed on 5 May 2016. After the subject matter experts had evaluated candidates for eligibility and suitability, lists of suitable candidates were transmitted to the relevant programme managers. There is no requirement for the assessment of candidates or for Global Central Review Board review for recruit-from-roster job openings because all rostered candidates have already been endorsed by a review body. Recommendations for selection were made by the Job Network Board in mid-June and selection decisions of the Assistant Secretary-General for Human Resources Management were communicated to staff members in early July. The recruit-from-roster process for the first exercise from the date of posting to the date of decision took a total of 66 days, a period of time approximately 10 days shorter than expected.

21. The remaining job openings closed on 18 June 2016. All eligible candidates for positions in the Professional and Field Service categories were invited to take a general abilities test; a substantive test could also be administered. Suitable candidates who pass the test(s) will then be invited to a competency-based interview. Once the Global Central Review Board has ensured that the integrity of the process has been upheld for positions in the Professional and Field Service categories, programme managers will have an opportunity to rank and comment on all suitable candidates. The POLNET Job Network Board and the Senior Review Board are expected to convene in early October to make selection recommendations, with selection decisions expected by mid-October. The second exercise for the filling of POLNET vacancies is due for launching in early August.

22. It is expected that the first vacancy exercise under the new system will be completed in about 180 days, as anticipated. While this figure compares favourably with the average time taken to recruit under the old system — an average of 239 calendar days — it is still far from the target of 120 days set by the General Assembly. To fully reap the benefits of the streamlined recruitment process under the framework and to make further progress towards achieving the 120-day target for recruitment set by the Assembly, it is proposed that the advertising time for vacancies posted as part of the semi-annual staffing exercises be reduced from 60 to 30 days. That means that about 150 days, including the 30-day advertising time, would be required to fill vacancies under the new staff selection system. In the view of the Secretary-General, given that the posting cycle for vacancies in a given job network will be predictable and regular, potential applicants should not be disadvantaged by the reduction in the advertising time because they would know ahead of time when positions of interest to them were to be posted and when assessments were to be conducted, and could therefore engage in planning for the application process in advance. The dates of upcoming semi-annual staffing exercises will be communicated to potential applicants as part of outreach efforts and clearly indicated at the United Nations careers portal.

23. Since the launch of the new system in January 2016, departments and offices have recruited a number of staff members to POLNET positions outside the semi-annual staffing exercises in order to meet emergent operational needs due to surge, start-up or humanitarian emergencies, related, for example, to the start-up of the United Nations Mission in Colombia and the surge occasioned by the adoption of the Joint Comprehensive Plan of Action regarding the nuclear programme of the Islamic Republic of Iran under Security Council resolution 2231 (2015) and the adoption of Council resolution 2253 (2015) concerning the expansion of the sanctions framework to include Islamic State in Iraq and the Levant. The list of positions filled outside the semi-annual staffing exercises is provided in annex IV. Temporary job openings are also being used by departments and offices to cover emerging needs that arise mid-cycle.

D. Preliminary findings and lessons learned from the first semi-annual staffing exercise

24. The first semi-annual managed mobility exercise for POLNET concluded in mid-July. The first semi-annual vacancy exercise for POLNET will conclude mid-October 2016. However, at the time of reporting, a few preliminary lessons learned could already be identified. They are set out directly below.

25. First, the shift from a decentralized to a centre-led staffing system, while advantageous in terms of economies of scale and efficiencies, has presented some logistical challenges. POLNET staff members are located in various departments, offices and field missions worldwide and, since all functionalities of Umoja are not fully deployed across the global Secretariat, the human resources and other data required to verify eligibility for managed mobility are stored in a variety of different, and mostly location-specific, systems. It took longer than anticipated to obtain the required information, as the network staffing officers had to contact individual executive and local human resources offices to request data on each potential participant and his or her position, which often had to be retrieved manually from a variety of historical records. Further, the process of preparing job openings and position announcements for both the vacancy and the managed mobility exercises was labour-intensive in that it required sustained liaison with programme managers and human resources officers so that requirements and evaluation criteria could be determined. In future exercises, these steps should be easier to manage because position and staff member data will be available from a single source, namely, Umoja, which can be accessed from any location; all interlocutors will be more familiar with the new system and therefore better able to respond to requests for information; and a template approach will be used to standardize, to the extent possible, the form and content of job openings and position announcements.

26. Second, it is well known that an important part of any initiative entailing change is communication with all stakeholders. A robust communications strategy for the new system was developed during the pre-implementation stage and systematic communications efforts, including webinars, videoconferences and tailored in-person briefings to departments and offices across the global Secretariat, have been ongoing since mid-2015. In addition, dedicated pages describing the new staff selection and managed mobility system have been added to the HR Portal, which is accessible to internal and external candidates, and relevant information has

been posted on the various Secretariat intranet sites and circulated by e-mail. Communications activities were significantly scaled up immediately prior to and after the launch of the first managed mobility exercise. The target audience for those activities encompassed staff members and managers in POLNET, who were offered various opportunities to learn more about how the new system would function in the context of their network and what their specific roles and responsibilities would be. Feedback obtained on the communications strategy has been overwhelmingly positive, highlighting the responsiveness of the network staffing team to queries and the comprehensive nature of the information provided. In addition, anecdotal evidence gathered from staff members and managers who have made use of one or more of the available communications products shows that their level of understanding and acceptance of the new system is increasing significantly. Going forward, the existing strategy will be adjusted to meet the needs of the next job networks that are to be launched, and dedicated communications capacity will be developed within each network staffing team.

27. Third, even at this early stage, the vital role of the subject matter experts in the management of the semi-annual staffing exercises has become apparent. Those staff members, who are part of the network staffing team, have direct experience of the substantive areas of work of the associated job network and are primarily responsible for determining the eligibility and suitability of staff members for positions in the managed mobility compendium and of internal and external candidates for vacancies. The subject matter experts serve as a crucial link between the programme managers in the various substantive departments and offices and the network staffing team, since they are uniquely placed to understand the functions of particular positions and can therefore liaise with programme managers to ensure that requirements are accurately reflected in position announcements and job openings and that written assessments are designed in such a way as to identify the desired candidate profiles. Experience to date suggests that it would be desirable to have at least one subject matter expert per job family in the network staffing team. It is hoped that, as confidence in the new system increases, departments and offices will be willing to contribute more resources to the funding of additional subject matter expert positions.

28. Fourth, as the Job Network Boards have undertaken to review the integrity of the process of identifying suitable candidates for selection, to further contribute to a more efficient and timely filling of vacancies under the new staffing system, some of the functions of the Global Central Review Board related to the review of the integrity of the process of assessment of candidates may be subsumed by the Job Network Boards for positions in the Field Service and Professional categories up to the P-5 level, just as the integrity of the process for determining positions at Director levels is reviewed by the Senior Review Board.

29. Fifth, pursuant to completion of the first managed mobility exercise, some preliminary observations can be made on the opportunities for sharing the burden of service in hardship duty stations, which was one of the main objectives of the new system. The first observation is that opportunities for burden sharing within a given managed mobility exercise are entirely dependent on the positions listed in the compendium. If no staff members in family duty stations are participating in the exercise, it will not be possible to move staff members out of non-family duty stations. This difficulty will be alleviated when managed mobility becomes mandatory rather than optional. The second observation is that a number of staff members serving in D and E duty stations, including those who have been in those

locations for more than five years, appear not to wish to move to family duty stations. The third observation is that since staff members are not obliged to express interest in positions in duty stations with hardship classifications that are different from those associated with their current duty station, it may be possible to achieve significant burden sharing only by moving large numbers of staff members to positions in which they have not expressed an interest, an approach that generates a high risk of staff member dissatisfaction and increases the potential for appeals.

30. Last, the difficulty of achieving mobility goals for staff members under managed mobility when only encumbered positions are included in the compendium was demonstrated by the lower number of placements than were expected in the first managed mobility exercise, for the reasons outlined in paragraph 18 above. In 2016, it was demonstrated by the young professionals programme managed reassignment programme that movement of staff members was greatly increased (by 6 per cent from 2015) through the inclusion of 25 vacant positions at the P-2 level. Upon completion of the exercise, 25 positions that had not been assigned to staff members became residual vacancies and were filled thereafter by new young professionals programme candidates This is a clear indication that in order for the managed mobility framework to succeed, entailing the ability to place more staff members in positions, vacant posts need to be a part of the exercise. The presence of vacant posts allows a high degree of flexibility by enabling a large decrease in the likelihood of there being a chain of participants who, although ready to move, are held back when a single person doesn't move. To adequately address the issue of mobility in the Organization, it is proposed that vacant positions for a semi-annual vacancy exercise be included in each managed mobility exercise. The positions will be in B, C, D and E duty stations, at different levels and within the relevant departments and offices within the job network. The positions in H and A duty stations will not be included in the exercise.

E. Conclusion

31. The Office of Human Resources Management is currently in the process of undertaking the second 2016 POLNET semi-annual exercises for the filling of vacancies and managed mobility. The managed mobility exercise started on 25 July 2016 for the opt-in of staff members and the opt-in window closed on 7 August. In collaboration with the relevant departments/offices, the Office of Human Resources Management is currently in the process of verifying eligibility of the staff members for participation in the second managed mobility exercise. As for the filling of vacancies, the posting of POLNET vacancies, including regular job openings as well as recruitment from roster job openings, under the second semi-annual vacancy exercise, is scheduled to occur between 1 August and 29 August.

32. In line with the phased implementation approach approved by the General Assembly, the second job network, the Information and Telecommunication Technology Network (ITECNET), shall go live under the new staff selection and managed mobility system in January 2017. The Office of Human Resources Management has begun identifying the mobility population of ITECNET and determining, in consultation with relevant stakeholders, the skills, knowledge and abilities required to perform functions in all the related job families. The resources required for the associated network staffing team are in the process of being identified.

III. Mobility trends

33. As indicated in previous reports, the new staff selection and managed mobility system will govern the selection and placement of all internationally recruited staff members of the Secretariat in the Field Service and Professional and higher categories, up to and including the D-2 level, holding fixed-term, continuing or permanent appointments.[5]

34. The present section provides updated data and statistics on current mobility trends for those staff members who will be subject to mobility.[6] According to the data set on the composition of the Secretariat as at 31 December 2015, there were 12,996 Professional, Director and Field Service staff members in the "mobility population".[7]

A. Distribution of the mobility population as at 31 December 2015

35. It is recalled that, as reported to the General Assembly at its sixty-eighth session, the Office of Human Resources Management, in close consultation with all stakeholders concerned, has been engaged in efforts to reconfigure the existing eight job networks with a view to, inter alia, facilitating functional mobility (A/68/358, para. 13). The new configuration, consisting of 47 existing and new job families grouped into nine networks (see annex I), is intended to achieve as much commonality as possible in terms of the skills, abilities and knowledge required to perform the jobs in a particular network so as to maximize the opportunities for mobility among those jobs. The new job network configuration was approved by senior management and was introduced across the global Secretariat in the last quarter of 2015, prior to the launch of the new staff selection and managed mobility system. Table 1 shows the distribution of the mobility population by job network, using the new configuration, as at 31 December 2015.

Table 1
Distribution of mobility population by job network[a] as at 31 December 2015

Job network	*Number of staff members*	*Percentage of mobility population*
MAGNET	2 455	19
POLNET	2 429	19
DEVNET	2 299	18

[5] The system applies to staff members who have gone or will go through a competitive process, including review by a field or central review body, and whose appointment is not limited to a specific department, office or mission.

[6] All data in the present report have been aligned to a calendar-year reporting cycle so as to facilitate data comparison.

[7] The figure includes Professional, Director and Field Service staff members with fixed-term, continuing and permanent appointments. Staff members administered by the United Nations Development Programme and staff members of the International Criminal Tribunal for Rwanda, the International Tribunal for the Former Yugoslavia and the International Residual Mechanism for Criminal Tribunals are excluded. A staff member within five years of the mandatory age of separation may opt in to participate or be mandatorily included, but is not required to move geographically. A total of 1,789 staff members in the mobility population as at 31 December 2015 were within five years of their current mandatory age of separation on 1 January 2016, when the system was launched for the first job network. In addition, staff members who have already made at least seven geographical moves of one year or longer (32 staff members in the mobility population as at 31 December 2015) will be able to choose whether to be geographically mobile.

Job network	*Number of staff members*	*Percentage of mobility population*
LOGNET	1 829	14
INFONET	1 465	11
SAFETYNET	1 090	8
ITECNET	997	8
LEGALNET	318	2
SCINET	114	1
Total	**12 996**	**100**

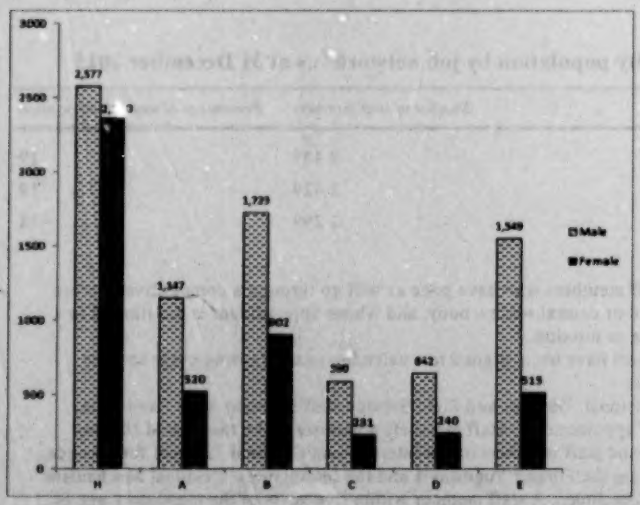
Abbreviations: DEVNET, Economic, Social and Development Network; INFONET, Public Information and Conference Management Network; ITECNET, Information and Telecommunication Technology Network; LEGALNET, Legal Network; LOGNET, Logistics, Transportation and Supply Train Network; MAGNET, Management and Administration Network; POLNET, Political, Peace and Humanitarian Network; SAFETYNET, Internal Security and Safety Network; and SCINET, Science Network.

[a] The job networks correspond to the new configuration in effect from 1 January 2016.

B. Staff members' mobility trends

36. Figure I illustrates the distribution of staff members in the mobility population as at 31 December 2015, by gender, across duty stations in the hardship categories within the Secretariat.[8]

Figure I
Mobility population as of 31 December 2015, by duty station classification and gender

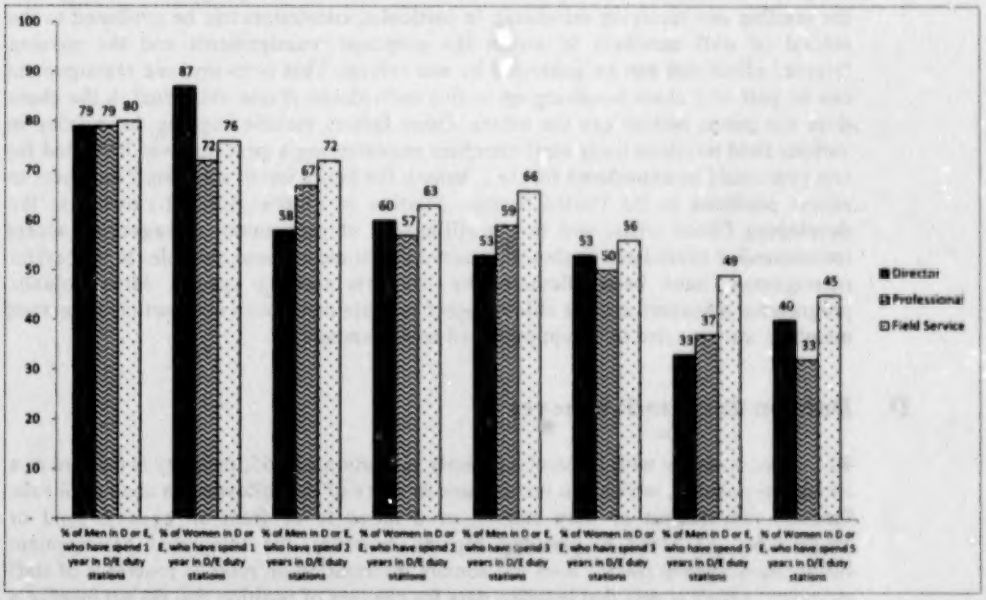


[8] The International Civil Service Commission has placed all duty stations in one of six categories: H, A, B, C, D and E. H duty stations are headquarters and similarly designated locations at which the United Nations has no development or humanitarian assistance programmes, or locations in States members of the European Union. A to E duty stations are field duty stations. Duty stations are categorized on a scale of difficulty from A to E, with A being the least difficult.

37. That staff members tend to remain in the same category of duty station for extended periods holds true for both men and women and can be especially problematic for staff members in the most difficult duty station categories (D and E), which are almost all non-family and where the living conditions are particularly challenging. Figure II provides data on the proportion of staff members in the mobility population as at 31 December 2015 who have spent more than one, two, three or five years in duty stations in the D and/or E category.

Figure II

Proportion of staff members who have spent more than one, two, three or five years in D and/or E category duty stations as at 31 December 2015, by gender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87 72 76
58 67 72
60 57 63
53 59 66
53 50 56
33 37 49
40 33 45
% of Men in D or E, who have spend 1 year in D/E duty stations
% of Women in D or E, who have spend 1 year in D/E duty stations
% of Men in D or E, who have spend 2 years in D/E duty stations
% of Women in D or E, who have spend 2 years in D/E duty stations
% of Men in D or E, who have spend 3 years in D/E duty stations
% of Women in D or E, who have spend 3 years in D/E duty stations
% of Men in D or E, who have spend 5 years in D/E duty stations
% of Women in D or E, who have spend 5 years in D/E duty stations
Director
Professional
Field Service

C. Pilot mobility project for staff members in field missions, Professional categories and at the D level

38. In its most recent report on mobility, the Advisory Committee on Administrative and Budgetary Questions recommended that the Secretary-General provide an update on the results of the pilot voluntary interim mobility scheme implemented by the Department of Field Support for long-serving staff members in peacekeeping operations and special political missions pending the approval and roll-out of the Secretary General's global mobility framework (see A/70/765, para. 9). The pilot project was launched in April 2014 and was open to staff members in the Professional and Field Service categories across all duty stations in peacekeeping and special political missions who had been serving for two years or more in the same field mission. Over 400 staff members in the Professional category and 1,500 staff members in the Field Service category expressed interest in the project and of those, 115 Professional staff members and 215 Field Service staff members were confirmed as eligible to participate. Following a review of the participants' suitability for the available positions and discussions with programme

managers, 49 Professional staff members and 32 Field Service staff members were proposed for reassignment. All of the Field Service staff members proposed for reassignment were successfully reassigned, while only eight of the Professional staff members proposed for reassignment were reassigned. Over 75 per cent of the participants in both categories were located in D or E duty stations. Given the limitations of availability of family duty stations in the reassignment pool, only one staff member in the Professional category and six in the Field Service category moved from D or E duty stations to duty stations with a more favourable hardship classification, including one to a family duty station.

39. The low number of moves was attributable to several factors and due mainly to the project's overall voluntary nature (for staff members and programme managers of the sending and receiving missions). In particular, constraints can be attributed to the refusal of staff members to accept the proposed reassignments and the ensuing "ripple" effect that can be generated by one refusal. That is to say, one reassignment can be part of a chain involving up to five individuals: if one individual in the chain does not move, neither can the others. Other factors include ongoing downsizing in various field missions (only staff members encumbering a post that was budgeted for one year could be considered for the scheme); the hesitation of some staff members to accept positions in the United Nations Mission in Liberia (UNMIL) owing to the developing Ebola crisis; and the unwillingness of programme managers to accept recommended candidates. It should be noted that some of these obstacles to successful reassignment have been alleviated by the new staffing system. Most notably, programme managers are not able to reject suitable candidates and participating staff members are expected to accept proposed reassignments.

D. Data on duty station moves

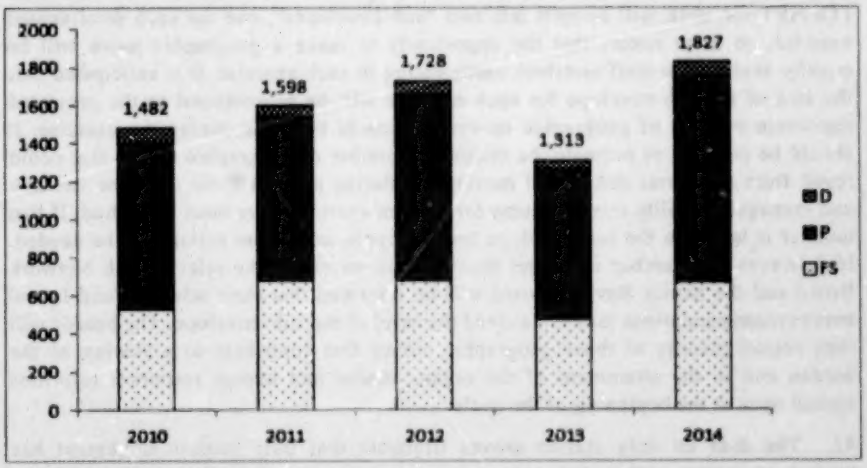
40. In accordance with General Assembly resolution 67/255, mobility is defined as a change in position, which can include one or more of the following: a change in role, function, department or duty station, or a move to or from an agency, fund or programme. As noted in previous reports, however, the Integrated Management Information System (IMIS) does not contain information on roles or functions of staff members, which means that baseline data for changes of position that do not involve a change in duty station are not currently available.[9] Figure III displays the number of duty station moves of one year or longer for the period from 1 January 2010 to 31 December 2014. A duty station move of one year or longer (hereinafter referred to as a duty station move) is recorded during the year in which the move is initiated and is considered a duty station move once it has been confirmed that the staff member has remained at that duty station after a full year has elapsed (or has a contract that expires after a full year's service has been completed at that duty station). For example, the 2014 duty station moves encompass all the moves that had been initiated during the 2014 calendar year and with regard to which it was confirmed in 2015 that the staff member had remained at the same duty station for one year or longer. The data regarding moves in 2015 will be available in November 2016 once the data systems are able to confirm that the staff members in question were expected to remain at their new duty station until the end of 2015, thereby completing a full year there. During each of the past five years, internationally recruited staff members have

[9] Once the human resources module of Umoja is fully deployed and stabilized, it will be possible to track all moves made by staff members, including moves that do not involve a change of duty station, from the time that the staff member data went live in Umoja.

made an average of 1,589 duty station moves. Figure IV shows the number of duty station moves of one year or longer for the period 2010-2014 for staff members in POLNET. Moves by job network for the other networks are available upon request.

Figure III

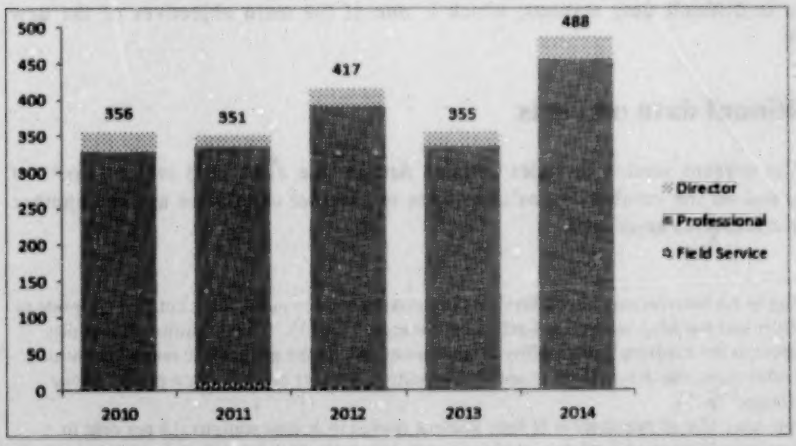
Number of duty station moves of one year or longer by staff members in the Director, Professional and Field Service categories, 2010, 2011, 2012, 2013 and 2014



Note: Long-term movements are defined as change in duty station where the staff member remains in that duty station for at least a year. The source of movements is IMIS; however, the confirmation was made with information from IMIS and UMOJA.

Figure IV

Number of duty station moves of one year or longer by staff members in POLNET in the Director, Professional and Field Service categories, 2010, 2011, 2012, 2013 and 2014



Note: Long-term movements are defined as change in duty station where the staff member remains in that duty station for at least a year. The source of the movements is IMIS; however, the confirmation was made with information from IMIS and Umoja.

41. In paragraph 8 of its resolution 68/265, the General Assembly decided that the number of geographic moves for the job networks in 2016 and 2017 should be no greater than the average number of geographic moves in those networks in 2014 and 2015. Accordingly, and in line with the definition of a geographic move used by the International Civil Service Commission,[10] the number of duty station moves of one year or longer made in 2014, a total of 1,827, will serve as the limit on the number of geographic moves for 2016. The total geographic move "envelope" of 1,827 for POLNET for 2016 will be split into two "sub-envelopes", one for each semi-annual exercise, so as to ensure that the opportunity to make a geographic move will be equally available to staff members participating in each exercise. It is anticipated that the size of the sub-envelope for each exercise will be proportional to the projected maximum number of geographic moves that could be made during the exercise. It should be possible to estimate the maximum number of geographic moves that could result from selections and lateral movements during a given cycle once the vacancy and managed mobility compendiums for a given exercise have been published. If that number is less than the sub-envelope for that cycle, no further action will be needed. If, however, the number is greater than the sub-envelope, the relevant Job Network Board and the Senior Review Board will be informed that their selection and lateral move recommendations may not exceed the level of the sub-envelope. The boards will then accord priority to those geographic moves that contribute to a sharing of the burden and to the attainment of the organizational and human resources priorities agreed upon at the beginning of the cycle.

42. The data on duty station moves illustrate that duty station movement has tended to occur within the same duty station category: 41 per cent of the Professional, Director and Field Service staff members at H duty stations who made a duty station move between 2010 and 2014 moved to another H duty station; and only 11 per cent moved from an H to an E duty station.[11] In addition, 57 per cent of staff members who moved from an E duty station moved to another E duty station.[12] Those figures, combined with the data in figure II on the number of staff members who have been "stuck" in hardship locations for more than five years, serve to confirm that there is a need to improve opportunities for sharing the burden of service in difficult duty stations, which is one of the main objectives of the new system.

IV. Additional data on costs

43. The present section includes updated data on the direct and indirect costs of moves, and on the number of positions open to external candidates and the number of such candidates appointed.

[10] According to the International Civil Service Commission (ICSC) publication entitled "A guide to the mobility and hardship scheme and related allowances" (2013): "The definition of mobility with respect to the hardship and mobility arrangements entails the geographic reassignment of a staff member from one duty station to another, usually to another country, for a period of one year or longer" (p. 7).

[11] Eleven per cent of staff members at H duty stations moved to A duty stations, 19 per cent to B duty stations, 11 per cent to C duty stations and 5 per cent to D duty stations.

[12] Six per cent of staff members at E duty stations moved to H duty stations, 2 per cent to A duty stations, 10 per cent to B duty stations, 12 per cent to C duty stations and 12 per cent to D duty stations.

A. Overview: direct and indirect costs of moves

44. Direct costs of mobility, recurrent and one-time costs, arise only when staff members change duty stations. The recurrent costs include the non-removal element and the mobility allowance (for a staff member making his or her second move). The one-time costs include relocation grant, assignment grant and travel costs. The actual level of payment varies depending on such factors as the category and level of the staff member, the size of his or her family, the category and designation of the duty station to which he or she is moving, the duration of the assignment and the number of previous assignments that he or she has undertaken. It is therefore to be expected that costs will fluctuate from year to year. It should be noted, in this regard, that the changes to the common system compensation package approved by the General Assembly in its resolution 70/244 will have an impact on direct cost levels.

45. Since expenditures relating to staff members' moves are recorded under common staff members' costs, together with expenditure associated with the recruitment of new staff members, it is difficult to disaggregate the mobility-specific expenditure in the Secretariat's current data systems. With Umoja, all transactions will be processed and tracked in one single system under a set of unified, integrated procedures which will allow for more holistic access for data queries.

46. To provide information on the direct costs of duty station moves, the Secretariat has analysed duty station moves made in the calendar years 2011 to 2014 and the associated payments[13] to derive average direct costs per person per move. The present report provides data for 2014, when 1,827 duty station moves were made by internationally recruited staff members (see figure III above), and a summary of the average direct costs for the period 2011-2012 and for the years 2013 and 2014 (see table 3 below).

B. Direct costs

1. Recurrent costs for 2014 moves

47. The Secretariat analysed payroll data to identify recurrent cost payments made to staff members who moved in 2014. In that year, payments were made to 1,716 staff members.[14] It should be noted that, owing to the eligibility rules of the mobility allowance, which requires that staff members have at least five years of prior consecutive service, some staff members will not begin to receive the allowance resulting from a 2014 move until a future year.

48. The payments to those 1,716 staff members totalled $10,780,901.25, of which $1,602,092.55 was paid to staff members who made a duty station move between departments, offices away from Headquarters and regional commissions (i.e., non-field entities), while $9,178,808.70 was paid to staff members who moved to or from field missions. The average recurrent costs paid out to each staff member equalled $6,282.58.

[13] Data for 2015 are not currently available because the cost analysis depends on finalization of the data for duty station moves.

[14] A total of 1,827 individual staff members account for the 1,827 duty station moves made in 2014. A total of 397 staff members moved between non-field entities and 1,430 staff members moved to or from a field mission.

2. One-time costs for 2014 moves

49. Data were also consolidated from IMIS travel ledgers for the total one-time costs associated with duty station moves between departments, offices away from Headquarters and regional commissions (i.e., non-field entities) made in 2014. In that year, 397 staff members made a duty station move between non-field entities; one-time costs were recorded in connection with 292 of them. A total of $11,618,106.68 was spent in connection with one-time costs for moves in 2014. The average one-time costs incurred for each of those 292 staff members equalled $39,788.04.

50. The one-time costs for duty station moves to or from field missions are captured in a different manner in a combination of IMIS, Field Support Suite and Umoja Foundation (finance) modules. Accordingly, another process was conducted to collect the one-time costs for the moves to and from field missions. At the time of reporting, data had been gathered from 45 field missions.[15] The total one-time costs incurred in 2014 for the 638 staff members who moved to and/or from those 45 missions were $9,674,694.93. The average one-time costs incurred for each of those staff members equalled $15,164.10.

3. Direct costs summary

51. On the basis of the data provided above, the direct costs associated with duty station moves in 2014 between departments, offices away from Headquarters and regional commissions total $13.2 million[16] and the field mission costs[17] total $18.9 million, for a total of $32.1 million. Given that some staff members who moved in 2014 were not paid the mobility allowance until after the year ended, and that it was not possible to identify all of the one-time costs for the moves to or from field missions, not all costs are reflected in the figures for 2014.

Table 2
Direct costs summary for duty station moves in 2014
(Millions of United States dollars)

	Recurrent cost	*One-time cost*	*Total*
Staff members who moved across departments or offices away from Headquarters, including the regional commissions	1.6	11.6	13.2
Staff members who moved from or to field missions	9.1	9.7	18.9
Total	**10.7**	**$21.3**	**32.1**

52. Table 3 provides a comparison of the average direct costs for 2011-2012, 2013 and 2014. The decrease for the one-time cost for staff members is attributable to a reduction in the amounts paid to staff members in respect of the assignment grant.

[15] It should be noted that in 2014, there was movement to or from 45 field missions. In the light of the fact that some have closed and given the resource constraints and time limitations, it has proved impossible to obtain the requisite information for all 45 field missions.
[16] Regular budget, extrabudgetary and support account.
[17] Peacekeeping and special political missions.

Table 3
Comparison of average direct costs per person per move, 2011-2012, 2013 and 2014
(United States dollars)

	2011-2012 (per year)	*2013*	*2014*
Average one-time cost for staff members who moved across departments, offices away from Headquarters and regional commissions	48 870	43 745	39 788
Average one-time cost for staff members who moved from or to field missions	24 292	17 506	15 164
Average total recurrent cost for each staff member who moved	8 964	9 035	6 283

C. Indirect costs

53. As indicated in paragraph 20 of the first annual report on mobility (A/69/190/Add.1), the indirect costs of administering the new staff selection and managed mobility system are related primarily to the reconfiguration of the Inspira talent management tool to accommodate the new processes for the filling of vacancies and managed mobility, and to the establishment of network staffing teams which will provide the full range of administrative support for the system.

54. The reconfiguration of Inspira has now been completed, although troubleshooting and system enhancement activities will continue until early 2017. After that date, it is expected that all Inspira system maintenance, stabilization and upgrades related to the new managed mobility and vacancy modules will be handled by the Office of Information and Communications Technology as part of its mandated functions. The costs of the reconfiguration, which are related to the temporary recruitment of additional application developers, have been met by redeploying existing resources from less urgent activities.

55. The first network staffing team for the first job network to go live, POLNET, was established in the last quarter of 2015. The network staffing teams are dedicated full-time structures, embedded in the Office of Human Resources Management and responsible for providing substantive administrative support for the semi-annual staffing exercises. The network staffing team for POLNET is composed of 14 network staffing officers in the Professional category, 8 with expertise in staffing and 6 (subject matter experts) with direct experience regarding the substantive work of the associated job network. The latter, who are provided by departments and offices, take the lead in assessing the suitability of applicants for job openings and managed mobility, liaising where necessary with the relevant departments and offices. The team also includes two support staff members in the General Service category. The POLNET network staffing team is being financed through the temporary redeployment of existing resources, including from the departments and offices with the largest number of POLNET positions. As of 31 July 2016, the network staffing team has eight network staffing officers and five subject matter experts in the Professional category.

56. In its resolution 70/247 (para. 97), the General Assembly requested the Secretary-General to provide, in the context of his next progress report on mobility,

a full estimate of and rationale for the financial resources required for mobility in 2016 and 2017, including requests for any additional geographic moves necessary to achieve the strategic objectives of mobility, including details on the overexpenditure of $613,300 under consultants during the biennium 2014-2015.

57. With regard to the overexpenditure of $613,300 under consultants, it was found that $552,400 was related to mobility, while the remaining portion pertained to non-mobility consultancy. As for the $552,400, the Secretary-General reiterates his explanation to the Advisory Committee on Administrative and Budgetary Questions that the overexpenditure resulted from the use of outside expertise for the analysis, planning and implementation of the new staff selection and managed mobility system, inasmuch as specific expertise for the mobility project in the areas of reconfiguration of the Inspira online recruitment tool, project planning, detailed process-flow mapping and evaluation, and data architecture and assessment was not available in-house.

58. With regard to the request for a full estimate and rationale for the financial resources required for mobility in 2016 and 2017, the following temporary positions, funded through the redeployment of existing resources, are being utilized for mobility in 2016:

(a) Six temporary positions, including three positions for 6 months and three positions for 12 months, within the Strategic Planning and Staffing Division, for monitoring the implementation of the first staffing exercise; documenting lessons learned; identifying best practices and areas of adjustment for subsequent exercises in the areas of policy, process and systems configuration; implementing the second staffing exercise; developing communications tools and conducting outreach activities; and addressing staff member queries;

(b) Two temporary positions in the Examinations and Tests Section for developing and implementing standardized assessments;

(c) Four temporary positions in the Performance Monitoring and Reporting Section, two for integrating mobility-related requirements into Umoja and two for activities relating to mobility data and reporting;

(d) One temporary position in the Learning, Development and Human Resources Services Division for developing tools for career development.

59. Travel costs associated with the first meeting of the POLNET Job Network Board, which was held in New York in May 2016, were met from within existing resources.

60. Resource requirements for mobility for 2017 are currently being evaluated. While some of them will have been discontinued by the end of 2016, some will continue in 2017. The Office of Human Resources Management will revert back to the General Assembly on lessons learned from the establishment of the network staffing team and on additional ones.

61. It is not anticipated that any additional geographic moves will be required in 2016 to facilitate the achievement of the strategic objectives of mobility, since the limit on the number of geographic moves for 2016 (see para. 41 above) is not expected to be reached. It is not possible at this stage to predict the number of potential geographic moves in 2017, as it is not yet known how many staff members will participate in the managed mobility exercises or what the placement

possibilities will be. However, every effort will be made to remain within the limit set by the General Assembly, which will be available only at the end of 2016, when all the moves made in 2015 have been confirmed.

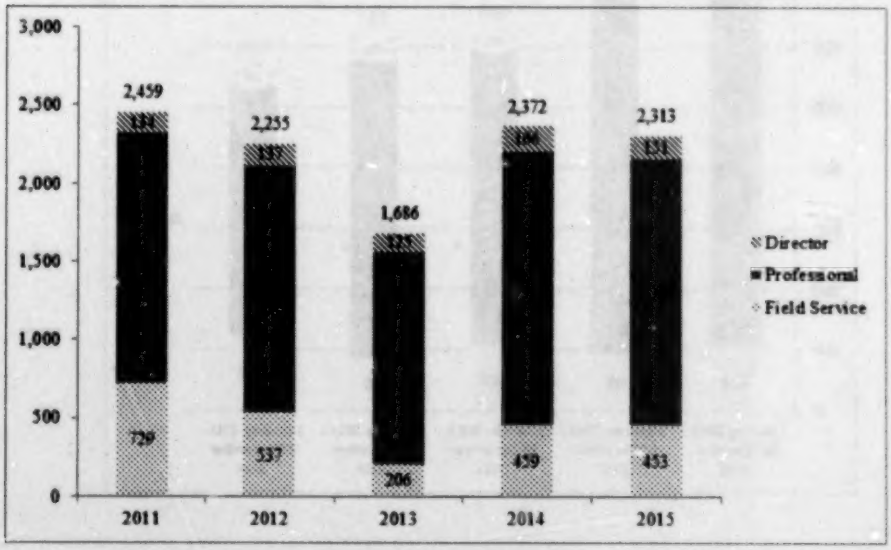
62. It is possible that the new staff selection and managed mobility system may give rise to additional indirect costs in terms of the person-hours required from the members of the new staffing bodies. It is anticipated, however, that those costs will be more than offset by the time gained by programme managers, who, with the introduction of Job Network Boards and network staffing teams, will be spending far less time on staffing-related tasks, thereby allowing them to devote more time to their substantive areas of work. Data from the first two semi-annual exercises will be analysed to determine the real impact of the system on person-hours and the results will be presented in the next progress report.

V. External recruitment

A. Number of opportunities for selection

63. Figure V provides details regarding the number of opportunities for selection available between 1 January 2011 and 31 December 2015.[18] The overall number of opportunities available during that period was 11,085. The number of opportunities per year varied, ranging from 1,686 to 2,459.

Figure V
Number of opportunities for selection, by staff member category, 2011, 2012, 2013, 2014, 2015



[18] All data have been aligned to a calendar-year reporting period.

64. Most opportunities — a total of 7,988 from 2011 to 2015, representing 72.0 per cent of the total number available — occurred in the Professional category, which is the largest category of staff members in the mobility population. In the Field Service category, there were 2,384 opportunities, representing 21.5 per cent of the total number available. There were 713 opportunities at the Director level, representing 6.4 per cent of the total number available.

B. Number of external appointments

65. Figure VI shows the number of external appointments during the period from 1 January 2011 to 31 December 2015. The overall number of external appointments was 3,370, ranging from 606 to 808 annually. Table 4 shows the proportion of external appointments compared with all job opportunities for selection during the same period, which ranged from 26.01 per cent to 37.13 per cent. The highest number of external appointments — 2,694 — was in the Professional category; there were 525 external appointments in the Field Service category and 189 at the Director level.

Figure VI
Number of external appointments, 1 January 2011-31 December 2015

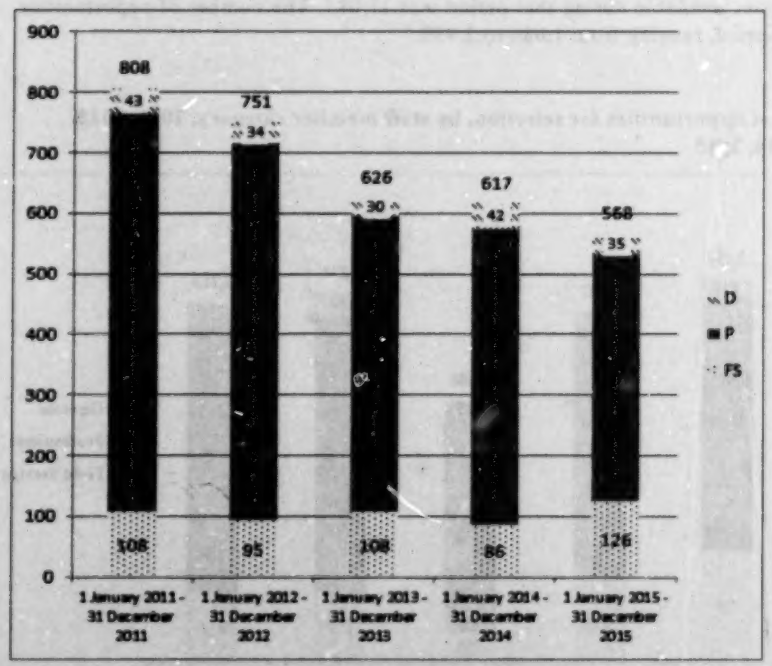


Table 4
Proportion of external appointments to all job opportunities

Period	*Sum of total opportunities*	*Sum of total external selections*	*Proportion of external selections from opportunities*
1 January 2011-31 December 2011	2 459	808	32.86
1 January 2012-31 December 2012	2 255	751	33.30
1 January 2013-31 December 2013	1 686	626	37.13
1 January 2014-31 December 2014	2 372	617	26.01
1 January 2015-31 December 2015	23 13	606	26.20
Total	**11 085**	**3 408**	**30.74**

VI. Baselines and indicators for measuring progress

66. In its previous reports on mobility, the Advisory Committee on Administrative and Budgetary Questions stressed the importance of establishing a viable comparative baseline against which to measure future mobility trends (see A/69/572, para. 66; and A/70/765, para. 14). A number of suggested baselines, as well as some possible performance indicators, are set out in the following paragraphs for consideration by the General Assembly.

67. The Secretary-General proposes that the impact of the new staff selection and managed mobility system should be measured against the baseline of the average number of moves made by staff members in each network during the three calendar years preceding the launch of the network under the new system. It is proposed that a three-year average be used as a baseline in order to mitigate the impact of the movement of more staff than usual in the 12 months prior to the launch of their network, a phenomenon to be expected inasmuch as staff members reaching or exceeding their position occupancy limits may prefer to self-initiate a move by applying and being selected for vacancies instead of being obliged to participate in the managed mobility exercise. At present, as indicated above, it is possible to gather data only on the number of duty station moves made by staff members: data on changes of position that do not involve a change of duty station are not yet available. In addition, as also indicated above, it will not be possible to calculate the number of duty station moves made by staff members in POLNET in 2015 until the end of 2016, when it can be confirmed that staff members who had moved remained for a year in the new duty station. However, this baseline number will be included in the next annual report on mobility, which is due to be submitted to the General Assembly at its seventy-second session.

68. Along the same lines, the Secretary-General also proposes to set a baseline for the cost of moves made under the new system by using the average cost of moves made by staff members in each network during the three calendar years preceding the launch of the network. Again, as the baseline figure for POLNET cannot be provided at the present time, as cost data for moves made in 2015 are not yet available, it will be included in the next annual report on mobility.

69. With regard to performance indicators, the Secretary-General recalls the five indicators approved by the General Assembly in its resolution 68/265 (see A/68/358,

sect. VII, paras. 59-69). It is proposed that those indicators be updated to reflect the situation immediately prior to the launch of the new system, and that progress made each year then be reported as part of the annual report on mobility.

70. Indicator 1 is increased predictability and stability in staffing, as measured by comparing budgetary vacancy rates throughout the Secretariat and assessing whether such rates have become more even across the Secretariat owing to a more strategic deployment of staff members by boards. Annex V to the present report provides the average vacancy rates for regular budget posts in the Professional category and higher at Headquarters, in the main offices away from Headquarters and in the regional commissions, as at 31 December 2015. Annex VI provides the corresponding figures for field operations as at 31 December 2015.

71. Indicator 2 is a more equitable sharing of the burden of service in difficult duty stations. It will be measured by monitoring the number of staff members who have served for long periods in D or E duty stations. Table 5 provides a breakdown of the number of staff members with at least five years of continuous service in D and/or E duty stations as at 31 December 2015 and indicates the long-term targets. Those targets have been developed on the basis of the current distribution of staff members in the Professional, Director and Field Service categories among the various hardship locations.

Table 5

Proportion of staff members in the mobility population as at 31 December 2015 who have spent more than five years in duty stations in the D or E category

	Mobility population as at 31 December 2015		*Number of staff members at D or E duty stations*		*Number of staff members who have spent five years or more at D or E duty stations*		*Percentage of staff members at D or E duty stations who have spent five years or more in D or E duty stations*	
Category	*Men*	*Women*	*Men*	*Women*	*Men*	*Women*	*Men*	*Women*
Director	427	187	57	15	19	6	33	40
Professional	4 977	3 416	902	339	336	111	37	33
Field Service	2 752	1 022	1 213	395	600	177	49	45
Total	**8 156**	**4 625**	**2 172**	**749**	**955**	**294**	**44**	**39**

72. Indicator 3 is an increase in senior managers (P-5, D-1 and D-2) with geographic mobility. Table 6 provides the percentage of such managers with at least one geographic move as at 31 December 2015. Since geographic mobility is a requirement for reaching senior levels under the new system, the long-term target is for 100 per cent of staff members at the P-5, D-1 and D-2 levels who occupy rotational positions and have five years of continuous service to have been geographically mobile.

Table 6
Number and proportion of senior staff members who had or had not made a geographic move as at 31 December 2015[a]

Level	*Senior managers with no geographic movements (a)*	*Senior managers with 1 or more geographic movements (b)*	*Total (a) + (b)*	*Proportion of senior managers with no geographic movements (percentage)*	*Proportion of senior managers with 1 or more geographic movements (percentage)s*
D-2	95	48	143	66	34
D-1	236	235	471	50	50
P-5	810	707	1 517	53	47
Grand total	**1 141**	**990**	**2 131**	**54**	**46**

[a] In ST/AI/2016/1, sect. I, "geographic move" is defined as service in two different positions in the Professional category at two different duty stations for a continuous period of at least one year in each position as recorded in the officially established system (Umoja).

73. Indicator 4 is an increase in the proportion of staff members in family duty stations appointed from a non-family duty station. Table 7 below provides the total number of staff members during the period from 1 January to 31 December 2014 who were appointed to and served in a family duty station for one year or longer as confirmed in 2015 and the proportion of those appointed from a non-family duty station, as well as the long-term targets, which have been set based on the distribution of staff members among family and non-family duty stations as at 31 December 2014. The intention behind the targets is to ensure that the proportion of appointments from non-family to family duty stations mirrors the current distribution of staff members.

Table 7
Moves to family duty stations from non-family duty stations, 1 January-31 December 2014

Category	*No. of staff members appointed to a family duty station*	*No. of staff members appointed from a non-family duty station to a family duty station*	*Percentage of staff members appointed from a non-family duty station to a family duty station*	*Target (percentage) for staff members at non-family duty stations as at 31 December 2014*
Director	59	10	17	19
Professional	926	161	17	21
Field Service	97	51	53	71

74. Indicator 5 is an increase in the proportion of staff members from family duty stations who were appointed to non-family duty stations. Table 8 below presents the total number of staff members during the period from 1 January to 31 December 2014 who were appointed and served in a non-family duty station and the proportion of those appointed from a family duty station, as well as the long-term targets, which have been set based on the current distribution of staff members among family and non-family duty stations.

Table 8
Moves to non-family duty stations from family duty stations, 1 January-31 December 2014

Category	*No. of staff members appointed to a non-family duty station*	*No. of staff members appointed from a family duty station to a non-family duty station*	*Percentage of staff members appointed from a family duty station to a non-family duty station*	*Target (percentage) for staff members at family duty stations as at 31 December 2014*
Director	47	18	38	81
Professional	644	231	36	79
Field Service	655	234	36	29

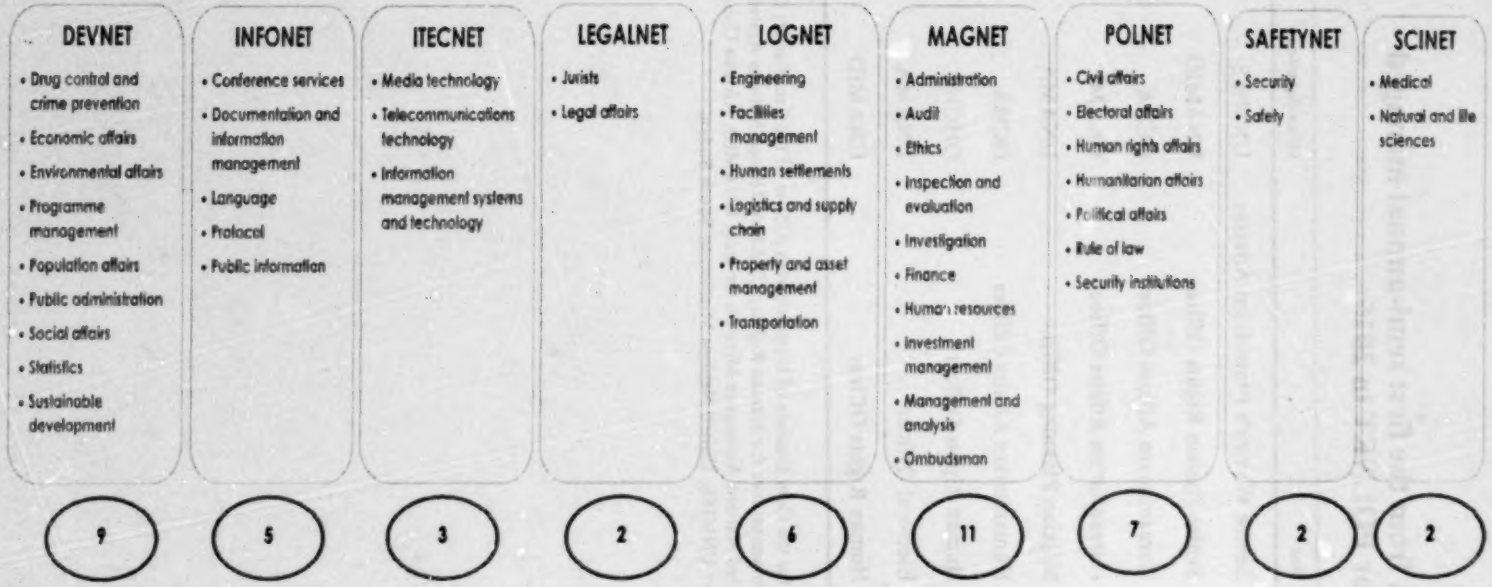
VII. Action requested of the General Assembly

75. The General Assembly is requested to take note of the present report, including of the second job network, ITECNET, to go live on 1 January 2017. The Assembly is also requested to approve the proposal, outlined in paragraph 22 above, to reduce from 60 to 30 days the advertising time for vacancies under the staff selection and managed mobility system and the proposal outlined in paragraph 30 above, to allow for vacant positions at B, C, D and E duty stations to be included in a managed mobility exercise.

Annex I

New job network configuration

Nine networks composed of 47 job families



Abbreviations: DEVNET: Economic, Social and Development Network; INFONET: Public Information and Conference Management Network; ITECNET: Information and Telecommunication Technology Network; LEGALNET: Legal Network; LOGNET: Logistics, Transportation, and Supply Chain Network; MAGNET: Management and Administration Network; POLNET: Political, Peace and Humanitarian Network; SAFETYNET: Internal, Security and Safety Network; SCINET: Science Network.

Annex II

Residual vacancies from the first semi-annual managed mobility exercise for POLNET in 2016

Position No.	*Level*	*Title*	*Office/department*	*Location*
PA #210314	P-5	Senior Women's Protections Adviser	UNMISS	Juba
PA #210276	P-5	Senior Human Rights Officer	UNAMID	El Fasher
PA #210260	P-4	Humanitarian Affairs Officer	OCHA	Bunia
PA #210305	P-4	Humanitarian Affairs Officer	UNAMI	Baghdad
PA #210306	P-4	Mission Planning Officer	UNAMA	Kabul
PA #210250	P-3	Humanitarian Affairs Officer	OCHA	Maradi
PA #210284	P-3	Human Rights Officer	OHCHR	Tunis
PA #210226	P-3	Electoral Officer	UNAMA	Faizabad
PA #210248	P-3	Human Rights Officer	UNAMID	El Geneina

Abbreviations: OCHA, Office for the Coordination of Humanitarian Affairs of the Secretariat; OHCHR, Office of the United Nations High Commissioner for Human Rights; UNAMA, United Nations Assistance Mission in Afghanistan; UNAMI, United Nations Assistance Mission for Iraq; UNAMID, African Union-United Nations Hybrid Operation in Darfur; UNMISS, United Nations Mission in South Sudan.

Annex III

Job openings posted in the first semi-annual vacancy exercise for POLNET in 2016

Level	*JO No.*	*Posting title*	*Recruiting location*	*Type*
D-1	16-POL-DPA-59120-B-NEW YORK (R)	Chief of Service, Political Affairs	New York	D level job opening
D-1	16-HRI-UNSOM-59002-B-MOGADISHU (M)	Chief of Service, Human Rights	Mogadishu	D level job opening
D-2	16-HRI-OHCHR-60671-B-GENEVA (R)	Director, Field Operations and Technical Cooperation Division	Geneva	D level job opening
D-2	16-POL-UNOG-59375-B-GENEVA (R)	Director, Political Affairs (United Nations Institute for Disarmament Research)	Geneva	D level job opening
D-2	16-POL-SESG-GREAT-LAKES-59330-B-NAIROBI (M)	Director, Political Affairs	Nairobi	D level job opening
D-2	16-POL-DPA-59103-B-NEW YORK (R)	Director, Political Affairs	New York	D level job opening
P-2	16-HRI-MONUSCO-58919-F-BENI (M)	Associate Child Protection Officer	Beni	Recruit from roster
P-2	16-POL-MONUSCO-58121-F-KINSHASA (M)	Associate Political Affairs Officer	Kinshasa	Recruit from roster
P-2	16-POL-MONUSCO-58023-F-KINSHASA (M)	Associate Political Affairs Officer	Kinshasa	Recruit from roster
P-2	16-POL-MINUSMA-57362-R-TOMBOUCTOU (M)	Associate Information Analyst, Political Affairs	Tombouctou	Standard requisition
P-2	16-SEI-MINUSMA-57201-F-KIDAL (M)	Associate Disarmament, Demobilization and Reintegration (DDR) Officer	Kidal	Recruit from roster
P-3	16-HRI-UNAMI-59118-F-BAGHDAD (M)	Human Rights Officer	Baghdad	Recruit from roster
P-3	16-POL-UNSOM-58985-F-GAROOWE (M)	Political Affairs Officer	Garoowe	Recruit from roster
P-3	16-HRI-UNAMID-58924-F-ED DA'EIN (M)	Human Rights Officer	Ed Da'ein	Recruit from roster
P-3	16-POL-MONUSCO-58922-F-KINSHASA (M)	Information Analyst, Political Affairs	Kinshasa	Recruit from roster
P-3	16-HRI-UNAMID-58895-F-EL FASHER (M)	Human Rights Officer	El Fasher	Recruit from roster

Level	*JO No.*	*Posting title*	*Recruiting location*	*Type*
P-3	16-HRI-UNSOM-58845-F-MOGADISHU (M)	Human Rights Officer	Mogadishu	Recruit from roster
P-3	16-HRI-UNSOM-58844-F-MOGADISHU (M)	Human Rights Officer	Mogadishu	Recruit from roster
P-3	16-HRI-MONUSCO-58814-F-KANANGA (M)	Human Rights Officer	Kananga	Recruit from roster
P-3	16-HRI-MONUSCO-58803-F-GOMA (M)	Human Rights Officer	Goma	Recruit from roster
P-3	16-POL-DPA-58597-R-NEW YORK (G)	Political Affairs Officer	New York	Standard requisition
P-3	16-SEI-MONUSCO-58528-F-KINSHASA (R)	Security Sector Reform Officer	Kinshasa	Recruit from roster
P-3	16-HRI-OHCHR-58319-R-GENEVA (R)	Human Rights Officer	Geneva	Standard requisition
P-3	16-HRI-OHCHR-58280-R-TEGUCIGALPA (X)	Human Rights Officer	Tegucigalpa	Standard requisition
P-3	16-POL-DPKO-58278-R-NEW YORK (X)	Political Affairs Officer	New York	Standard requisition
P-3	16-HRA-OCHA-58033-R-NEW YORK (O)	Humanitarian Affairs Officer	New York	Standard requisition
P-3	16-CIV-MONUSCO-58028-F-GOMA (M)	Civil Affairs Officer	Goma	Recruit from roster
P-3	16-POL-UNIOGBIS-57778-R-BISSAU (X)	Special Assistant, Political Affairs	Bissau	Standard requisition
P-3	16-POL-ODA-57733-R-GENEVA (X)	Political Affairs Officer	Geneva	Standard requisition
P-3	16-HRI-OHCHR-57597-R-DOHA (G)	Human Rights Officer	Doha	Standard requisition
P-3	16-HRI-MINUSMA-57287-F-GAO (M)	Child Protection Officer	Gao	Recruit from roster
P-3	16-POL-DPA-57276-R-NEW YORK (G)	Political Affairs Officer	New York	Standard requisition
P-4	16-POL-SESG-GREAT-LAKES-59410-F-NAIROBI (M)	Special Assistant, Political Affairs	Nairobi	Recruit from roster
P-4	16-POL-UNOCA-59409-R-LIBREVILLE (M)	Political Affairs Officer (Electoral)	Libreville	Standard requisition

Level	*JO No.*	*Posting title*	*Recruiting location*	*Type*
P-4	16-HRI-UNAMID-59114-F-NYALA (M)	Human Rights Officer	Nyala	Recruit from roster
P-4	16-POL-DPKO-59010-R-NEW YORK (R)	Peacebuilding Officer	New York	Standard requisition
P-4	16-ROL-MINUSCA-58992-F-BANGUI (M)	Corrections Officer	Bangui	Recruit from roster
P-4	16-POL-UNOCA-58920-R-LIBREVILLE (M)	Gender Affairs Officer	Libreville	Standard requisition
P-4	16-HRI-UNAMID-58915-F-EL FASHER (M)	Human Rights Officer	El Fasher	Recruit from roster
P-4	16-SEI-Office of the Special Envoy of-58841-R-SANA'A (M)	Disarmament, Demobilization and Reintegration Officer	Sana'a	Standard requisition
P-4	16-HRA-OCHA-58837-R-NEW YORK	Humanitarian Affairs Officer	New York	Standard requisition
P-4	16-HRI-MONUSCO-58809-F-KINSHASA (M)	Human Rights Officer	Kinshasa	Recruit from roster
P-4	16-ROL-MONUSCO-58596-F-GOMA (M)	Judicial Affairs Officer	Goma	Recruit from roster
P-4	16-HRI-OHCHR-58569-R-SANTIAGO (R)	Human Rights Officer	Santiago	Standard requisition
P-4	16-HRI-OHCHR-58321-R-GENEVA (X)	Human Rights Officer	Geneva	Standard requisition
P-4	16-CIV-MONUSCO-58030-F-BENI (M)	Civil Affairs Officer	Beni	Recruit from roster
P-4	16-POL-UNAMID-57909-R-EL FASHER (M)	Special Assistant to Joint Special Representative (P-4)	El Fasher	Standard requisition
P-4	16-POL-DPKO-57874-R-NEW YORK (R)	Liaison Officer	New York	Standard requisition
P-4	16-POL-DPKO-57870-R-NEW YORK (R)	Gender Affairs Officer	New York	Standard requisition
P-4	16-HRI-UNSMIL-57841-R-TUNIS (M)	Human Rights Officer (two positions)	Tunis	Standard requisition
P-4	16-ROL-UNIOGBIS-57788-F-BISSAU (X)	Judicial Affairs Officer	Bissau	Recruit from roster
P-4	16-POL-DPA-57444-R-NEW YORK (X)	Political Affairs Officer	New York	Standard requisition

Level	*JO No.*	*Posting title*	*Recruiting location*	*Type*
P-4	16-HRI-OHCHR-57281-R-GENEVA (O)	Human Rights Officer	Geneva	Standard requisition
P-4	16-HRI-MINUSMA-57202-R-GAO (M)	Protection of Civilians Officer	Gao	Standard requisition
P-5	16-POL-MONUSCO-59327-R-KINSHASA (M)	Senior Political Affairs Officer	Kinshasa	Standard requisition
P-5	16-POL-UNSOS-59225-F-MOGADISHU (M)	Senior Political Affairs Officer	Mogadishu	Recruit from roster
P-5	16-POL-DPA-59105-R-NEW YORK (R)	Senior Political Affairs Officer	New York	Standard requisition
P-5	16-POL-UNAMID-58990-F-EL FASHER (M)	Senior Women's Protection Adviser	El Fasher	Recruit from roster
P-5	16-POL-UNSOM-58843-F-MOGADISHU (M)	Senior Political Affairs Officer	Mogadishu	Recruit from roster
P-5	16-SEI-Office of the Special Envoy of-58840-R-SANA'A (M)	Senior Security Sector Reform Officer	Sana'a	Standard requisition
P-5	16-HRI-UNIOGBIS-57949-F-BISSAU (M)	Chief Human Rights Officer	Bissau	Recruit from roster
P-5	16-POL-DPKO-57946-R-NEW YORK (R)	Senior Gender Affairs Officer	New York	Standard requisition
P-5	16-CIV-MINUSMA-57855-R-KIDAL (M)	Senior Civil Affairs Officer	Kidal	Standard requisition
P-5	16-POL-UNSMIL-57801-R-TUNIS (M)	Special Assistant, Political Affairs	Tunis	Standard requisition
P-5	16-SEI-UNIOGBIS-57796-F-BISSAU (X)	Senior Security Sector Reform Officer	Bissau	Recruit from roster
P-5	16-POL-MINUSMA-57448-R-BAMAKO (M)	Senior Gender Affairs Officer	Bamako	Standard requisition

Annex IV

Positions filled outside of the semi-annual staffing exercise, as at 31 July 2015

Department	*Level*	*Position*	*Location*	*ST/AI/2016/1 section*	*Rationale*
DPA	D-2	Director, Political Affairs	Security Council Affairs Division	3.2	Surge
DPA	P-4	Political Affairs Officer, Special Assistant	Special Political Mission, Yemen	24	Humanitarian emergency
DPA	P-4	Political Affairs Officer	MEWAD	24	Humanitarian emergency
DPA	P-2	Political Affairs Officer	MEWAD	24	Surge
DPA	P-5	Senior Political Affairs Officer	Security Council Affairs Division	3.2	Start-up
DPA	P-4	Political Affairs Officer (five positions)	Security Council Affairs Division	3.2	Start-up
DPA	P-3	Political Affairs Officer	Security Council Affai s Division	n 3.2	Start-up
DPA	P-3	Coordination Officer	Security Council Affairs Division	3.2	Start-up
DPA	P-4	Political Affairs Officer (three positions)	Security Council Affairs Division	3.2	Surge
DPA	P-3	Political Affairs Officer (two positions)	Security Council Affairs Division	3.2	Surge
DPA	P-4	Political Affairs Officer (two positions)	DPA	3.2	Surge
DPA	P-3	Political Affairs Officer (two positions)	DPA	3.2	Surge
DPA	P-5	Senior Political Affairs Officer	DPA	3.2	Surge
DPA	P-5	Senior Gender Advisor	DPA	3.2	Surge
DPA	D-2	Director, Political Affairs	DPA, Policy and Mediation Division	3.2	Surge
DPKO	P-2	Associate Political Affairs Officer	AMELAD	24	Surge
DPKO	P-5	Senior Political Affairs Officer	Damascus	3.2	Surge
DPKO	P-4	Political Affairs Officer	Damascus	3.2	Surge

Department	*Level*	*Position*	*Location*	*ST/AI/2016/1 section*	*Rationale*
DPKO	P-3	Political Affairs Officer	Damascus	3.2	Surge
DPKO	P-5	Senior Political Affairs Officer	Geneva/Damascus	3.2	Surge
DPKO	P-4	Political Affairs Officer	Geneva/Damascus	3.2	Surge
DPKO	P-3	Political Affairs Officer	Geneva/Damascus	3.2	Surge
DPKO	P-5	Senior Human Rights Officer	Damascus	3.2	Surge
DPKO	P-4	Human Rights Officer	Damascus	3.2	Surge
FPD/DFS	P-5	Senior Planning Officer	United Nations Mission in Colombia	3.2	Start-up
FPD/DFS	P-5	Senior Mission Planning Officer	United Nations Mission in Colombia	3.2	Start-up
FPD/DFS	P-3	Mission Planning Officer	United Nations Mission in Colombia	3.2	Start-up
FPD/DFS	P-5	Regional Heads of Office (eight positions)	United Nations Mission in Colombia	3.2	Start-up
FPD/DFS	P-4	Special Assistant	United Nations Mission in Colombia	3.2	Start-up
FPD/DFS	P-3	Special Assistant	United Nations Mission in Colombia	3.2	Start-up
FPD/DFS	P-4	Information Analyst, Political Affairs	United Nations Mission in Colombia	3.2	Start-up
FPD/DFS	P-4	Liaison Officer	United Nations Mission in Colombia	3.2	Start-up
FPD/DFS	P-3	Liaison Officer	United Nations Mission in Colombia	3.2	Start-up
OHCHR	P-5	Senior Human Rights Officer/Head of Office	OHCHR Regional Office for Southeast Asia	24	Abolition of post
PBSO	P-4	Peacebuilding Officer	Peacebuilding Support Office	3.2	Surge

Abbreviations: AMELAD, Asia, Middle East, Europe and Latin America Division; DPA, Department of Political Affairs; DPKO, Department of Peacekeeping Operations; FPD/DFS, Field Personnel Division, Department of Field Support; MEWAD, Middle East and West Asia Division; OHCHR, Office of the United Nations High Commissioner for Human Rights; PBSO, Peacebuilding Support Office.

Annex V

Vacancy rates for regular budget posts in the Professional category and higher at Headquarters, the main offices away from Headquarters and the regional commissions, as at 31 December 2015

		Vacancy rate (percentage)	*No. of approved posts*
Main Office[a]			
	Vienna	5.7	176
	Geneva	4.7	1 115
	Nairobi	9.6	213
	New York	8.4	2 148
Total, Main Offices		**6.9**	**3 652**
Regional commission			
	Economic Commission for Africa	12.2	239
	Economic and Social Commission for Asia and the Pacific	11.3	194
	Economic Commission for Europe	3.4	125
	Economic Commission for Latin America and the Caribbean	9.8	217
	Economic and Social Commission for Western Asia	6.2	119
Total, regional commissions		**8.6**	**894**

[a] Average through 31 December 2015.

Annex VI

Vacancy rates in the Field Service and Professional categories and higher in field operations as at 31 December 2015

Selected missions and offices[a]	*Vacancy rate (percentage)*	*No. of approved posts*
Thematic cluster I: special and personal envoys of and special advisers to the Secretary-General		
Special Adviser to the Secretary-General on Myanmar	25.0	5
Special Adviser to the Secretary-General on Cyprus	15.8	14
Special Adviser to the Secretary-General on the Prevention of Genocide	10.0	10
Personal Envoy of the Secretary-General for Western Sahara	50.0	2
Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	0	3
United Nations Representative to the Geneva International Discussions	0	7
Office of the Special Envoy of the Secretary-General for Syria	29.4	51
Office of the Special Envoy for the Sudan and South Sudan	40.0	5
Office of the Special Envoy of the Secretary-General for Yemen	8.7	23
Office of the Special Envoy of the Secretary-General for the Sahel	7.7	13
Office of the Special Envoy of the Secretary-General for the Great Lakes region	21.0	19
Thematic cluster II: sanctions monitoring teams, groups and panels		
Monitoring Group on Somalia and Eritrea	0	2
Group of Experts on Côte d'Ivoire	0	1
Group of Experts on the Democratic Republic of the Congo	0	1
Panel of Experts on the Sudan	100.0	1
Panel of Experts on the Democratic People's Republic of Korea	0	4
Panel of Experts on the Islamic Republic of Iran	0	4
Panel of Experts on Libya	0	2
Panel of Experts on the Central African Republic	0	2
Panel of Experts on Yemen	50.0	6
Analytical Support and Sanctions Monitoring Team established pursuant to Security Council resolution 1526 (2004) concerning Islamic State in Iraq and the Levant (ISIL) (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	8.0	12
Support for the Security Council Committee established pursuant to resolution 1540 (2004) (concerning the non-proliferation of weapons of mass destruction)	0	5
Counter-Terrorism Committee Executive	5.7	43
Thematic cluster III: political offices, peacebuilding support offices and integrated offices		
United Nations Office for West Africa (UNOWA)	4.0	25
United Nations Integrated Peacebuilding Support Office in Guinea-Bissau (UNIOGBIS)	13.0	64
United Nations Assistance Mission in Somalia (UNSOM)	23.0	135
United Nations Regional Centre for Preventive Diplomacy for Central Asia (UNRCCA)	0	8
United Nations support for the Cameroon-Nigeria Mixed Commission (CNMC)	10.0	10
Office of the United Nations Special Coordinator for Lebanon (UNSCOL)	15.8	19
United Nations Regional Office for Central Africa (UNOCA)	11.0	19

Selected missions and offices[a]	*Vacancy rate (percentage)*	*No. of approved posts*
United Nations Support Mission in Libya (UNSMIL)	15.8	165
United Nations Assistance Mission in Afghanistan (UNAMA)	15.0	398
United Nations Assistance Mission for Iraq (UNAMI)	17.8	375
Peacekeeping missions		
United Nations Mission for the Referendum in Western Sahara (MINURSO)	5.1	89
United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA)	27.2	715
United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA)	17.8	738
United Nations Stabilization Mission in Haiti (MINUSTAH)	12.6	351
United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO)	15.0	909
United Nations-African Union Mission in Darfur (UNAMID)	17.8	929
United Nations Disengagement Observer Force (UNDOF)	6.8	44
United Nations Peacekeeping Force in Cyprus (UNFICYP)	2.0	33
United Nations Interim Force in Lebanon (UNIFIL)	6.4	275
United Nations Interim Security Force for Abyei (UNISFA)	20.6	155
United Nations Mission in Liberia (UNMIL)	12.7	398
United Nations Interim Administration Mission in Kosovo (UNMIK)	10.3	116
United Nations Mission in South Sudan (UNMISS)	14.9	908
United Nations Operation in Côte d'Ivoire (UNOCI)	15.2	358
United Nations Support Office for the African Union Mission in Somalia (UNSOA)	11.7	273
Others		
United Nations Logistics Base at Brindisi, Italy (UNLB)	12.0	125
Regional Service Centre in Entebbe, Uganda (RSCE)	19.3	135
Support account	10.7	1 006

[a] Current field operations that have been in existence for a year or longer.